

Lessons Learned Corporate Problem Solving

Objectives

- ◆ **An open, seamless and no fault process that allows the free flow of lessons learned across both organizational and company lines.**
- ◆ **A process that effectively identifies and resolves broad safety issues across the DOE Complex before these result in significant events or re-occurrences.**

Lessons Learned Corporate Problem Solving

What We Have Now/The Gap

- ◆ **Localized Solutions vs. Corporate.**
- ◆ **Some sharing of Lessons Learned (SELLS)**
- ◆ **Some Identification of Selected Generic Issues by Central Review of Occurrence Reports.**
- ◆ **Some Issues Mandated by Corporate (explosive hazards safety review).**
- ◆ **Field Offices and Contractors Don't Own Issues Imposed By Headquarters (Divisive)**

Lessons Learned

Corporate Problem Solving

What We Have Now/The Gap (cont.)

- ◆ **Competing Contractors, w/o Counterbalancing Incentives.**
- ◆ **Local Focus by Field Office.**
- ◆ **No Established Process to Consistently Flow Potential Issues to a Corporate Entity.**
- ◆ **No Comprehensive Cross-Cutting Reviews.**
- ◆ **Some Isolated Examples of Corporate Approach:**
 - PAAA Program (Coordinators, Web site, Program Reviews, etc.)

Lessons Learned

Corporate Problem Solving

Consensus on Key Attributes

- ◆ **Centralized EH function**
 - Collect/disseminate Lessons Learned.
 - Screen for significant safety issues.
 - Corporate solution for significant issues.
- ◆ **Appropriate Contract Requirements & Incentives**
 - Sharing and using Lessons Learned.
 - Identification of potential generic issues, and effective resolution of DOE Complex safety issues.

Lessons Learned Corporate Problem Solving

Consensus on Key Attributes (cont.)

- ◆ **Broad use across the complex.**
- ◆ **Collaborative process with Contractor and DOE Field involvement.**
- ◆ **Must be an open, seamless, and no-fault process.**
- ◆ **Issues tied to ISM so safety objective and value are clear.**

Lessons Learned Corporate Problem Solving

Open Discussion

First Discussion Item: Existing Lessons Learned Processes

- ◆ **What lessons learned sharing processes are currently available to DOE (e.g., ORPS, SELLS, OEWS, NTS)?**
- ◆ **Which of these processes are effective in promoting the identification and communication of lessons learned so that contractors can use lessons from others?**
- ◆ **What attributes contributed to that effectiveness?**

Lessons Learned Corporate Problem Solving

Open Discussion

First Discussion Item: Existing Lessons Learned Processes (cont'd)

- ◆ **Discuss whether we can enhance any of the existing lessons learned processes to also meet the objectives for corporate problem solving.**

Lessons Learned Corporate Problem Solving

Open Discussion

First Discussion Item: Existing Lessons Learned Processes (cont'd)

- ◆ **What are the shortcomings of these processes in being effective and credible as a DOE Complex-Wide lessons learned process?**
 - source not used/embraced across the complex
 - ability to sort and search for matters of local applicability
 - lack of considering if a problem is a generic complex-wide problem

Lessons Learned

Corporate Problem Solving

Open Discussion

Second Discussion Item: Organizational Issues Relating to Corporate Problem Solving

- ◆ **What organization changes or changes in roles and responsibilities are required to implement an effective lessons learned process**

Lessons Learned Corporate Problem Solving

Open Discussion

Third Discussion Item: Contract Issues

- ◆ **Should contract changes be made to enhance participation and acceptance of a particular lessons learned program?**
- ◆ **Why should contractors participate in a particular DOE-wide lessons learned program if not required by contract?**

Lessons Learned Corporate Problem Solving

Open Discussion

Third Discussion Item: Contract Issues (cont'd)

- ◆ **How can we get contractor buy-in of a particular lessons learned program?**
- ◆ **Should this include changes in contract requirements as well as incentives**

‘Strawman’ Action Plan – Lessons Learned/Corporate Problem Solving

Task	Milestone	Milestone
I. Enhance Processes (To improve lessons learned dissemination and corporate problem solving of significant issues.)	Proposed changes defined by team – [3Q-02(CY)]	Proposed changes approved by management – [4Q-02(CY)]
II. Contract Requirements & Incentives (Requirements on use of lessons learned process, and incentives for an effective process, participation in corporate problem solving, and resolution of significant generic issues.)	Proposed changes defined by team – [3Q-02(CY)]	Proposed changes approved by management – [4Q-02(CY)]
III. Organization Changes (Changes in structure, Roles and Responsibilities.)	Proposed changes defined by team – [3Q-02(CY)]	Proposed changes approved by management – [4Q-02(CY)]
IV. Implementation (Communication, orientation/training, process and program changes, contract changes.)	Communication, process & program changes, orientation and training – [1Q-03(CY)]	Contract changes – [2Q-03(CY)]